



CHRYSLER

Q3 2010 Results Review

November 8, 2010

**Upgraded 2010 guidance in view
of a strong 2011**



DODGE 



Jeep



Forward-Looking Statement



This document contains forward-looking statements that reflect management's current views with respect to future events. The words “anticipate,” “assume,” “believe,” “estimate,” “expect,” “intend,” “may,” “plan,” “project” and “should” and similar expressions identify forward-looking statements. Such statements are subject to risks and uncertainties, including, but not limited to: the effective implementation of the Chrysler 2010 – 2014 Business Plan outlined on November 4, 2009, including timely vehicle launches; industry SAAR levels; slower than expected economic recovery in Europe or North America, including continued high unemployment levels and lack of available credit to consumers and dealers; introduction of competing products; and supplier insolvencies. If any of these or other risks and uncertainties occur, or if the assumptions underlying any of these statements prove incorrect, then actual results may be materially different from those expressed or implied by such statements. We do not intend or assume any obligation to update any forward-looking statement, which speaks only as of the date on which it is made.

Q3 2010 Financial Highlights

Guidance for year increased on quarter-by-quarter continued improvements



- **Net Revenues** of \$11.0B in Q3 2010, up 5.2% from Q2 2010 primarily due to improved mix and pricing
 - Overall shipments totaled 407k units, down 26k units (-6%) versus Q2 2010. Adjusted for GDP, shipments increased by 3k units in Q3 2010 vs. Q2 2010
- **Operating Profit** of \$239M, an improvement of \$56M (+31%) versus Q2 2010
 - Operating profit margin of 2.2% of net revenues, an increase from 1.7% achieved in Q2 2010
 - Operating performance increased primarily due to improved mix and pricing from the launch of the new Jeep® Grand Cherokee, partially offset by increased industrial costs associated with seasonal plant changeovers
- **Modified EBITDA** of \$937M (8.5% of net revenues), an \$82M increase from Q2 2010
- **Net Loss** of \$84M compared to a net loss of \$172M in Q2 2010
- **Net Industrial Debt** increased by \$0.4B to \$3.8B during Q3 2010
- **Liquidity** increased to \$10.5B, including \$8.3B of cash on hand and \$2.3B of undrawn credit facilities under the UST & EDC loans
- **New full year 2010 guidance:**
 - Net Revenue to ~\$42B previously \$40B - \$45B
 - Operating Profit to ~\$0.7B from \$0.0B - \$0.2B
 - Modified EBITDA to ~\$3.3B from \$2.5B - \$2.7B
 - Free Cash Flow to ~\$0.5B from \$(1)B

Q3 2010 Operating, Product and Business Highlights



- **Worldwide sales** of 401k units, slightly down 6k units (-1%) from Q2 2010 primarily due to seasonally reduced fleet volumes in U.S. & Canada
 - U.S. market share increased to 9.6% in Q3 2010 versus 9.4% in Q2 2010, continuing Chrysler Group's positive market share trend over the last five quarters
- Continued strict **inventory discipline** with U.S. dealer inventory at 231k units, or 58 days of supply
- Sales of the all new **Jeep Grand Cherokee** continue strong with a monthly run-rate of almost double the predecessor vehicle
- Successfully launched refreshed **Jeep Wrangler** and **Jeep Wrangler Unlimited**
- **World Class Manufacturing** ahead of FY target; year-to-date September cost savings over \$0.2B
- Expanded customer financing alternatives by entering into **a new partnership with U.S. Bank** to provide customer leases on select Chrysler Group vehicles
- In Canada, Chrysler initiated the **"Customer Choice" Program**, where select banks will provide customer loans that combine the benefits of a balloon loan with the options of a traditional lease
- 2011 vehicle lineup was showcased at Chrysler Group's **Dealer Announcement Show**
 - More than 1,700 U.S. and 700 Canadian, Mexican and International dealers attended, representing 90% of the company's sales volume

Q3 2010 Financial Highlights



\$ Millions

	Q3 2010	Q2 2010	Q3 2010 B/(W) Q2 2010	Memo: Nine months ended Sept 30, 2010
Net Revenues	11,018	10,478	540	31,183
Operating Profit	239	183	56	565
Modified EBITDA	937	855	82	2,579
Net Loss	(84)	(172)	88	(453)
Cash flow	419	474	(55)	2,383
Cash	8,260	7,841	419	8,260
Gross Industrial Debt	<u>(12,026)</u>	<u>(11,226)</u>	<u>(800)</u>	<u>(12,026)</u>
Net Industrial Debt	(3,766)	(3,385)	(381)	(3,766)
<i>Worldwide Shipments - Units (000) ¹</i>	407	433	(26)	1,220

¹ - Before GDP adjustments (see details in Appendix)

Net Loss to Operating Profit and Modified EBITDA Walk



\$ Millions

	Q3 2010	Q2 2010	Memo: Nine months ended Sept 30, 2010
Net Loss	(84)	(172)	(453)
Provision for Income Taxes	39	33	107
Net Interest Expense	308	296	899
Restructuring (Income)/Expense & Other	(13)	39	50
Other Employee Benefit Gains ¹	<u>(11)</u>	<u>(13)</u>	<u>(38)</u>
Operating Profit	239	183	565
Depreciation and Amortization ²	<u>698</u>	<u>672</u>	<u>2,014</u>
Modified EBITDA	937	855	2,579

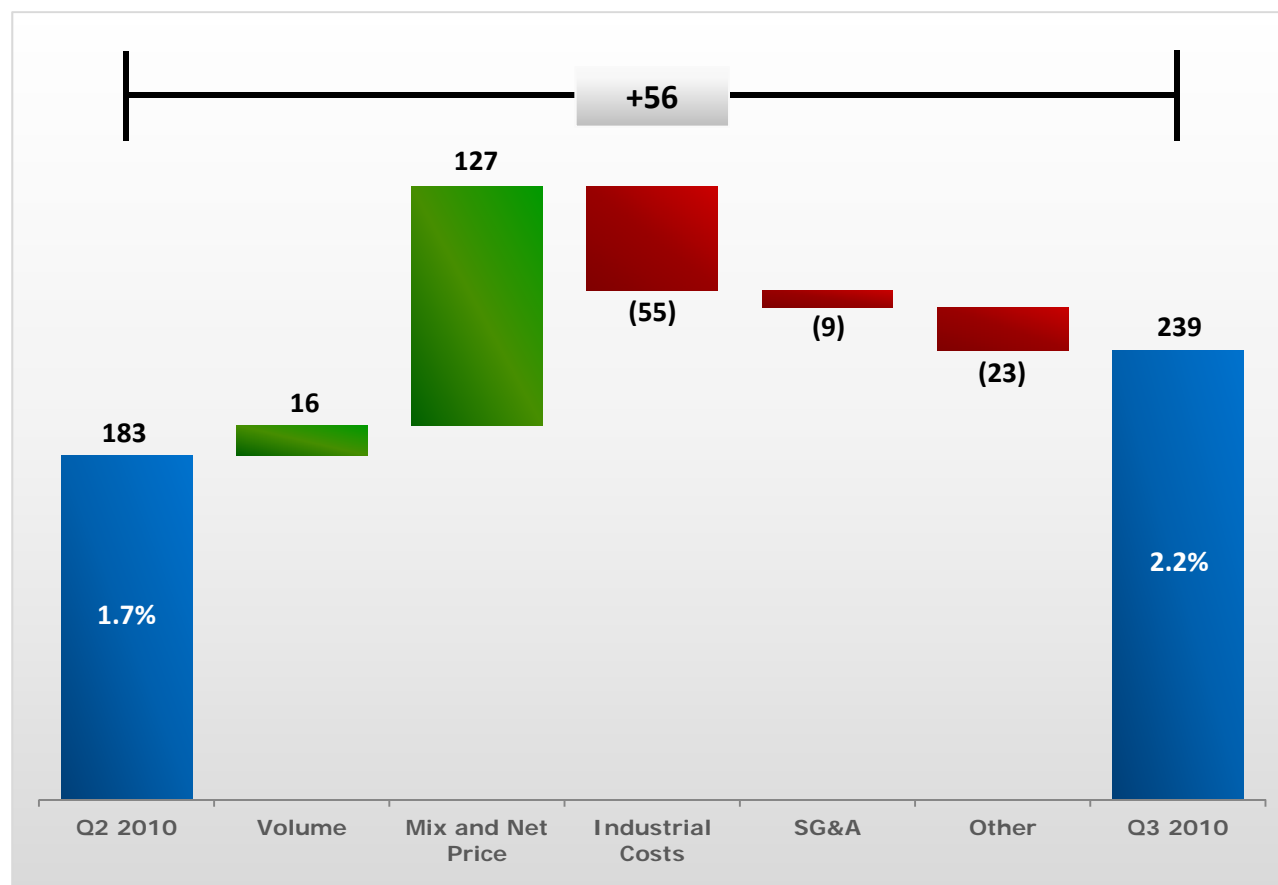
¹ Represents interest cost and expected return on plan assets

² Depreciation and amortization expense net of depreciation and amortization expense for vehicles held for lease

Operating Profit Walk – Q2 2010 to Q3 2010



\$ Millions



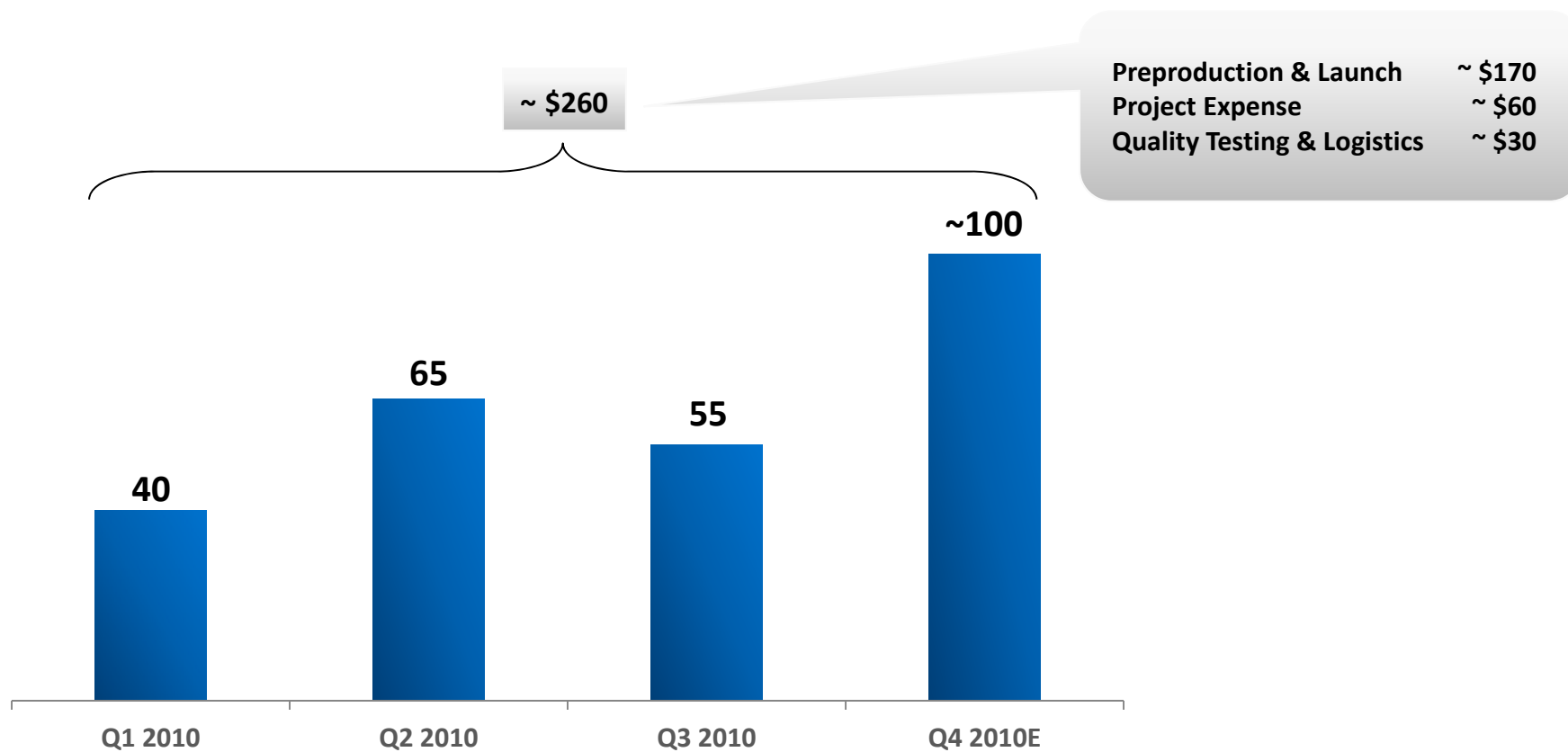
- Shipment volumes decreased to 407k units in Q3 2010 from 433k units in Q2 2010 before GDP adjustments. Adjusted for GDP, shipments actually increased by 3k units compared to Q2 2010
- Favorable mix / pricing driven primarily by an increase in Jeep Grand Cherokee shipments
- Industrial costs increased primarily from seasonal plant changeovers
- Other primarily relates to unfavorable foreign exchange

New Jeep Grand Cherokee driving profitability improvement

2010 New Product Launch Costs



\$ Millions

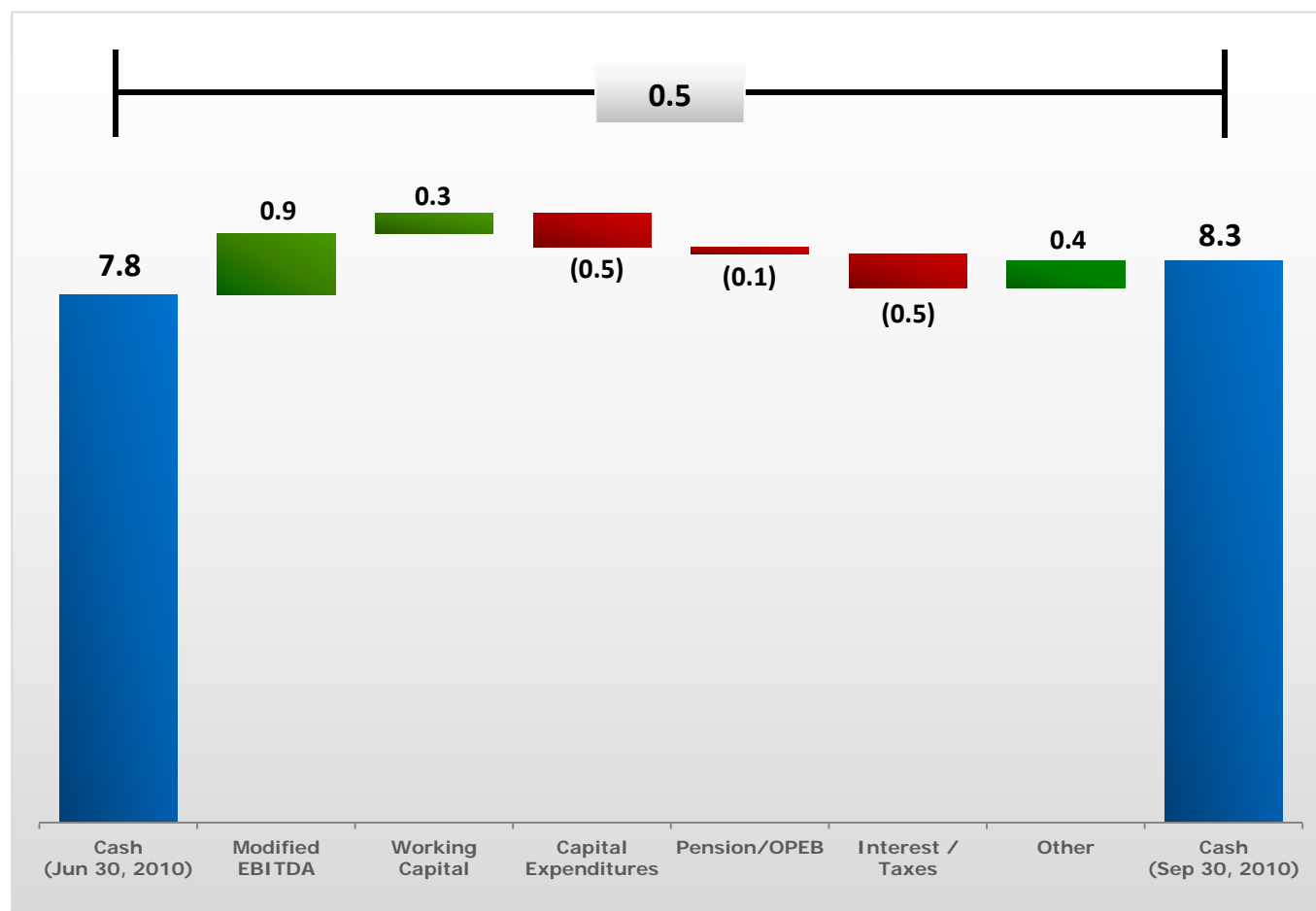


Industrial costs increasing during the year to support the launch of the 16 new and refreshed products

Cash Walk – June 30, 2010 to September 30, 2010



\$ Billions



- Capital expenditures on target for \$2.7B for the year
- Interest payments primarily relate to UST/EDC loans and UAW VEBA Trust Note
- Other includes \$0.4 billion proceeds from the Mexican development banks loan

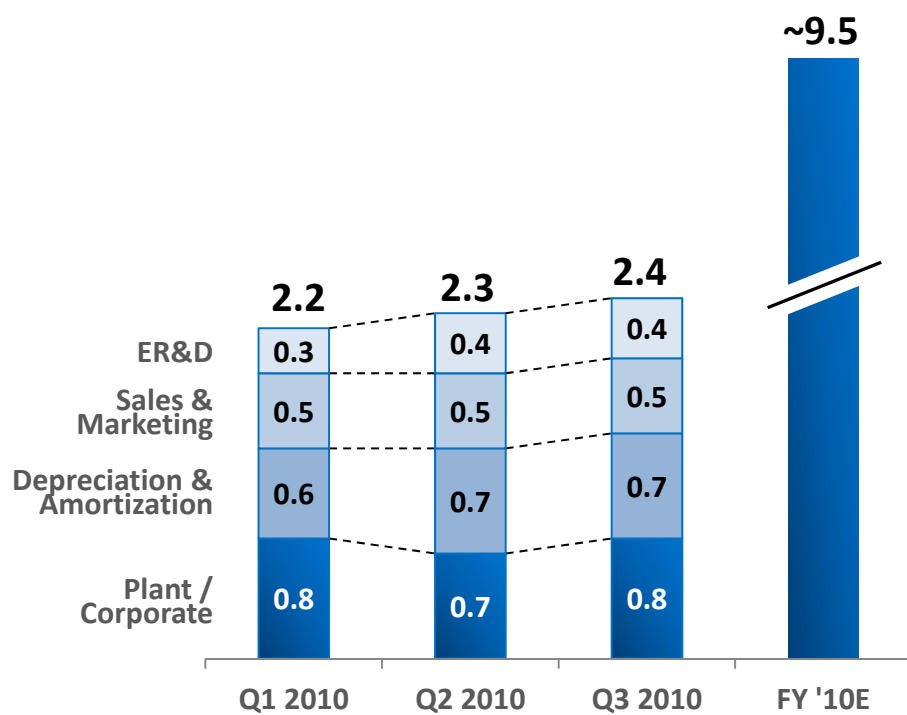
Note: Numbers may not add due to rounding

Fixed Costs and Capital Expenditures



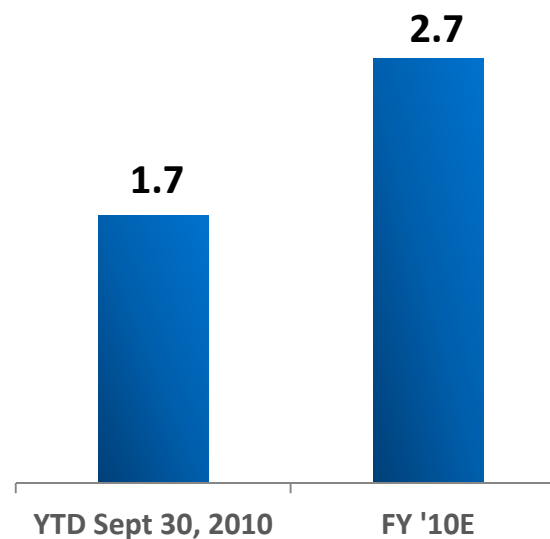
\$ Billions

Fixed Costs



Fixed cost trend for total year remains on track

Capital Expenditures



Capital spending expected to accelerate in Q4 2010 to support the near term product launches and renewals

Leverage Analysis

Gross Industrial Debt increased primarily due to new Mexican development banks loan



\$ Billions

	Carrying Value as of Sept 30, 2010	Carrying Value as of June 30, 2010	Sept 30 B/(W) June 30
Cash	8.3	7.8	0.5
UST Loan – Tranche B	2.1	2.1	0.0
UST Loan – Tranche C	3.5	3.5	0.0
U.S. Treasury Zero Coupon Note	0.1	0.1	0.0
UAW VEBA Trust Note	4.0	3.9	(0.1)
EDC Loan	1.2	1.2	0.0
Mexican Development Banks Loan	0.4	0.0	(0.4)
Other Financial Liabilities ¹	0.7	0.5	(0.2)
Gross Industrial Debt	12.0	11.2	(0.8)
Net Industrial Debt	3.8	3.4	(0.4)

¹ Excludes Gold Key Lease (GKL) self-liquidating debt

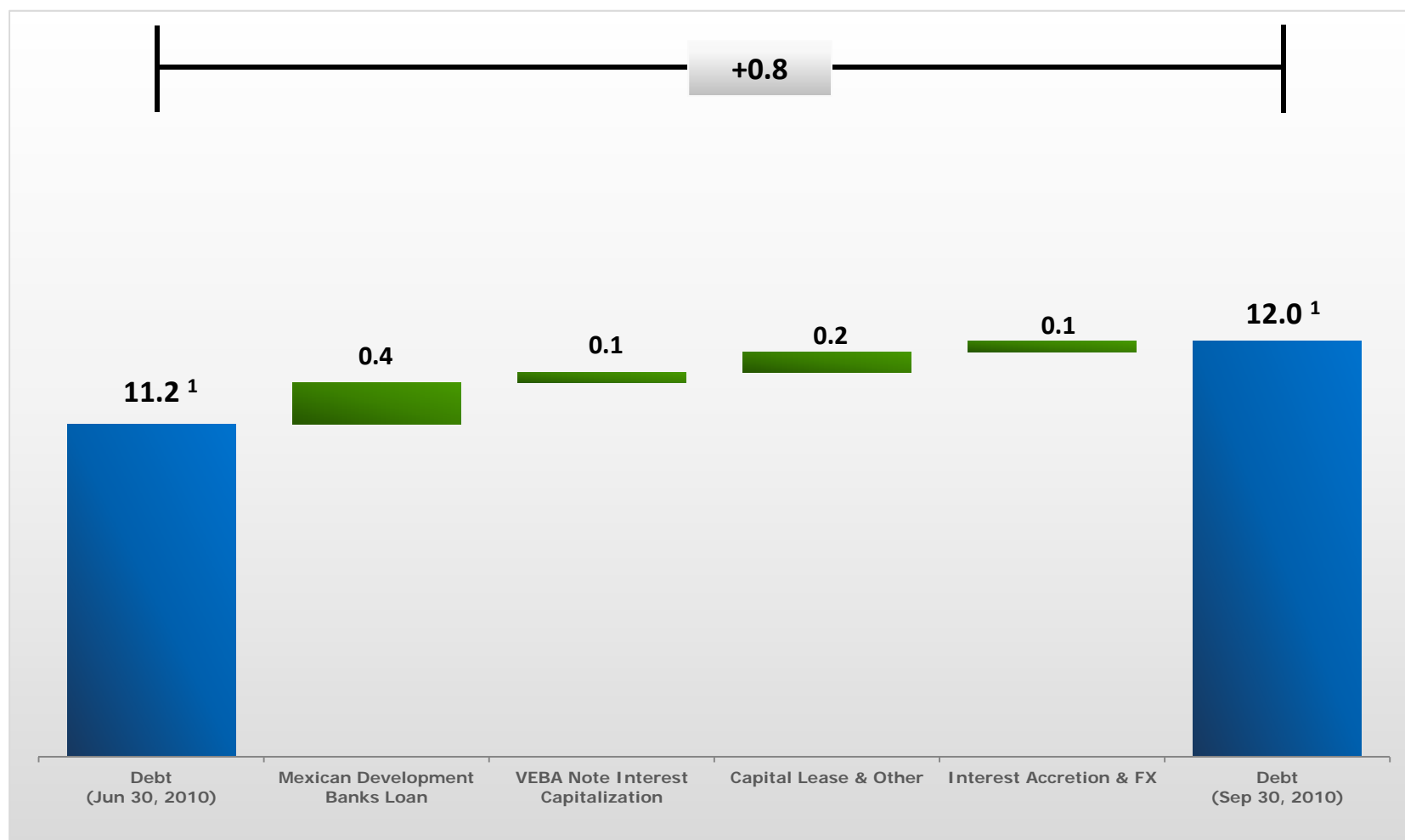
Note: Numbers may not add due to rounding

Gross Industrial Debt Walk

June 30, 2010 to September 30, 2010



\$ Billions



¹ Represents carrying value of debt and excludes Gold Key Lease (GKL) self-liquidating debt

Business Overview



Sales Performance and Dealer Inventory

Jeep Grand Cherokee Update

Dealer Show Highlights

New Product Announcements

Marketing Strategy

Financial Services Update



Dealer Network Update

2010 Outlook

Sales Performance

U.S. & Canada highlights



Industry Units (000s)	Chrysler Group performance (Q3 2010 vs. Q2 2010)		
	Sales	Market share	Best performers
 <p>3,115 → -2% → 3,051</p> <p>Q2 2010 Q3 2010</p>	Quarterly sales flat (0%)	9.6% (up 20 bps)	<ul style="list-style-type: none"> • Jeep Grand Cherokee (+138% to 23k units) • Jeep Liberty (+31% to 15k units) • Jeep Patriot (+38% to 12k units) • Ram Pickup (+16% to 53k units)
 <p>465 → -8% → 426</p> <p>Q2 2010 Q3 2010</p>	Quarterly sales decrease (-9%)	12.8% (down 10 bps)	<ul style="list-style-type: none"> • Jeep Grand Cherokee (+143% to 2k units) • Dodge Journey (+23% to 7K units) • Ram Pickup (+12% to 16k units)

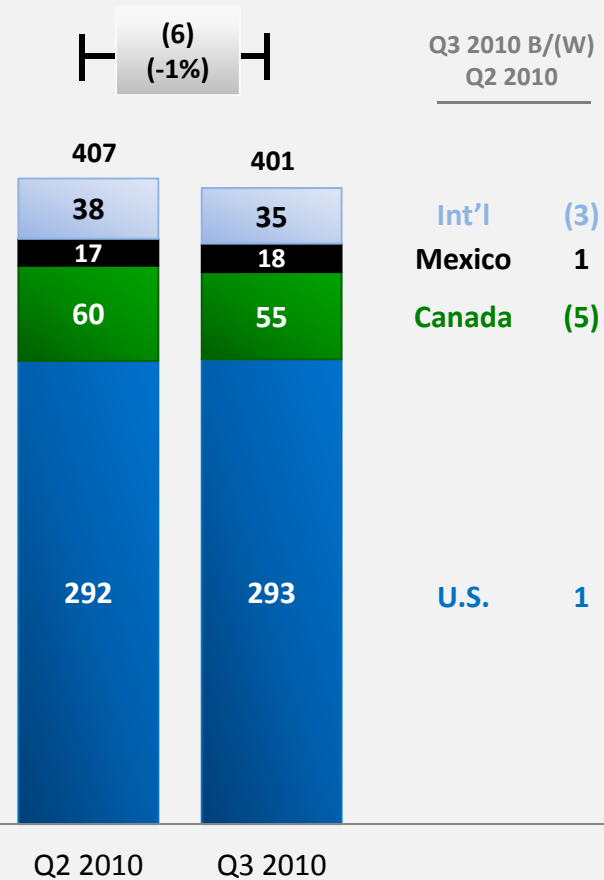
Worldwide Sales Q2 2010 vs Q3 2010

Sales continue their strength as Chrysler Group prepares to launch new products

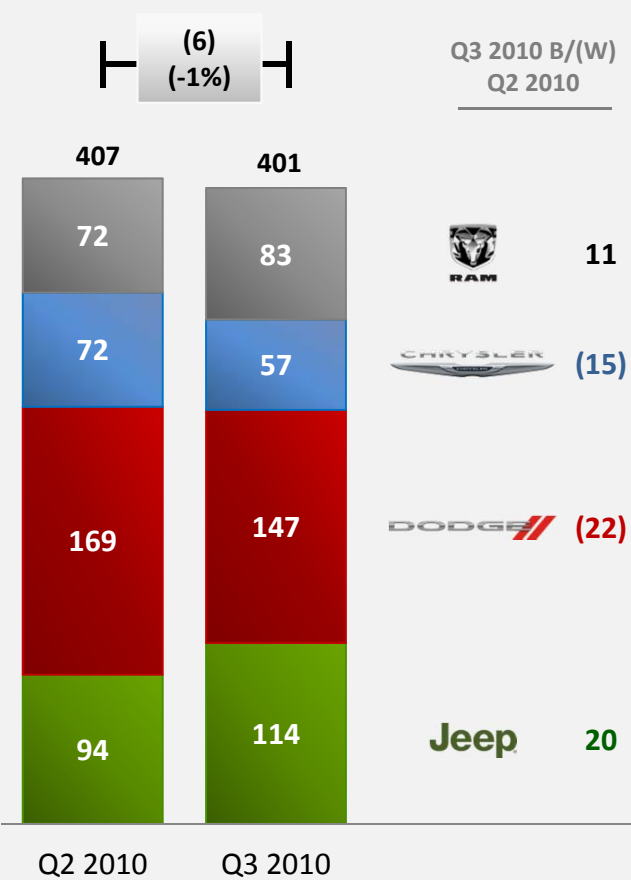


Units (000s)

By Market



By Brand

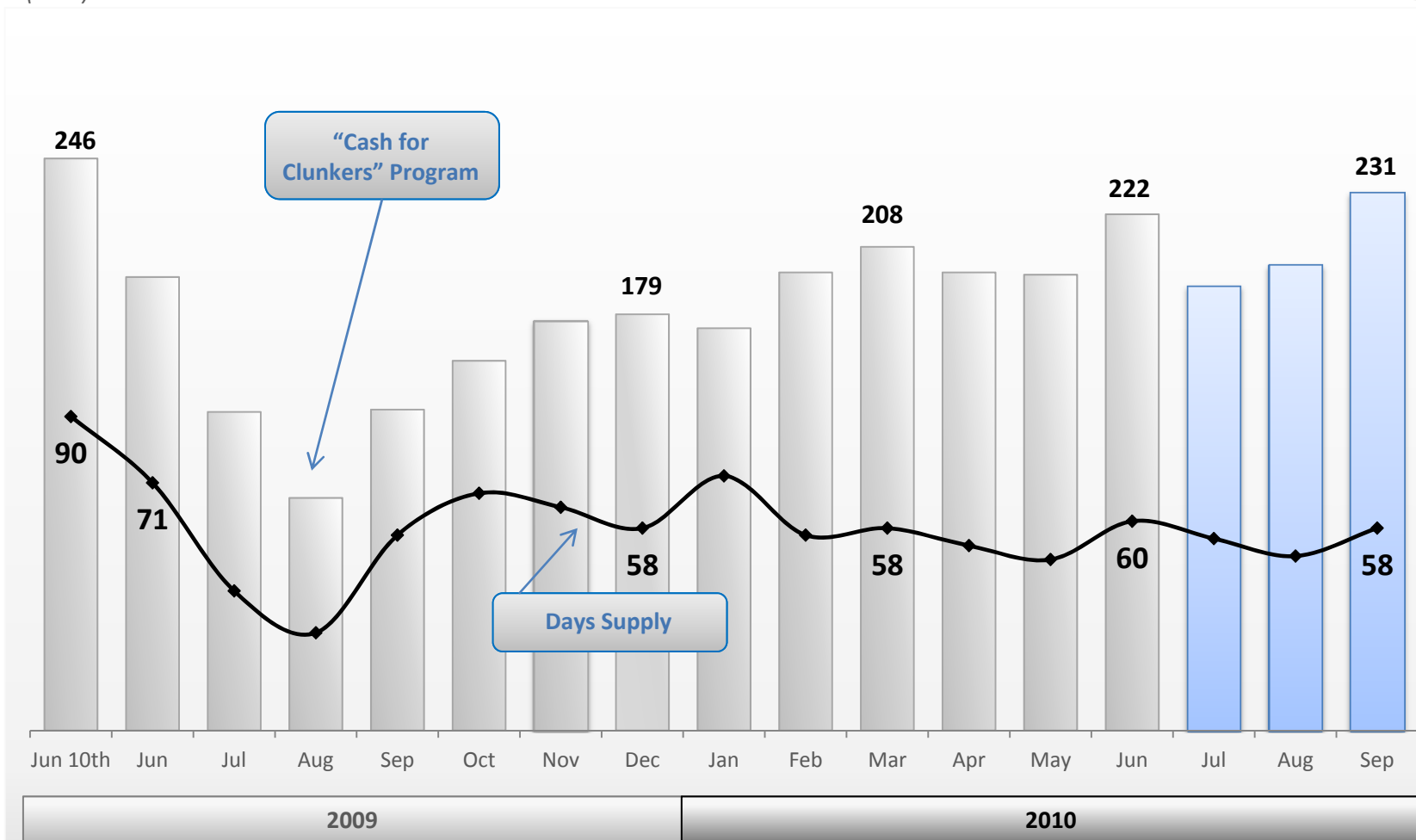


U.S. Dealer Inventory

Days supply consistent since beginning of year



Units (000s)



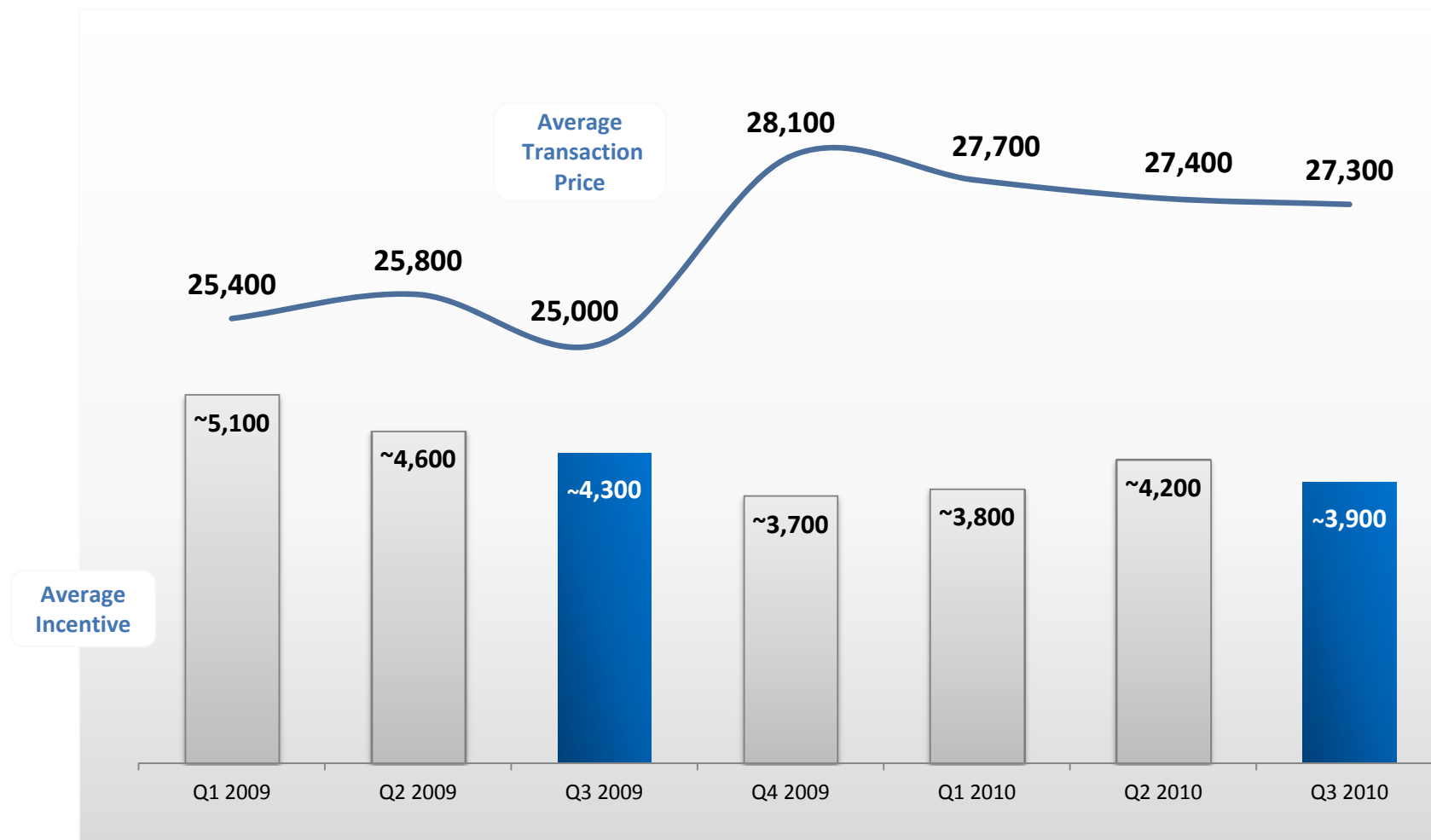
U.S. dealer inventories will increase in Q4 2010 to support sales of new products in early 2011

U.S. Retail Average Transaction Price

Incentives trending down due to favorable model year mix and continued net price discipline



\$/Unit



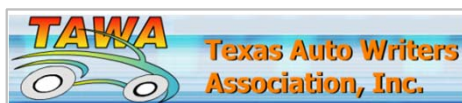
Source: Company calculation based on J.D. Power & Associates (at constant Q3 2010 sales nameplate mix)

2011 Jeep Grand Cherokee Update

“The Things We Make, Make Us”



- The most capable and luxurious Grand Cherokee ever, balancing legendary Jeep capability with sophistication to deliver a premium driving experience for all adventures
- Commercial performance proceeding on target – sales performance year-to-date (October 2010):
 - U.S.: Units shipped ~58k; dealer orders outstanding ~31k; units sold to customers ~32k
Full-Size segment share in October 2010 was 15.3% more than double the 6.7% YTD August share]
 - Other Markets: Dealer orders outstanding ~8k; units sold to customers ~5k
- Named “**Best Buy**” in the Full-Size/Luxury SUV category by **Consumers Digest** and “**Full-size SUV of Texas**” and “**SUV of Texas**” by the **Texas Auto Writers Association (TAWA)**
- Introduced to Europe during the Paris Auto Show in September 2010. Production of the diesel version of the Jeep Grand Cherokee will launch in Q1 2011



“Jeep has proven itself in the toughest SUV market in the country... Jeep Grand Cherokee is the nicest SUV out there, and still true to its Jeep DNA.”



Detroit Free Press

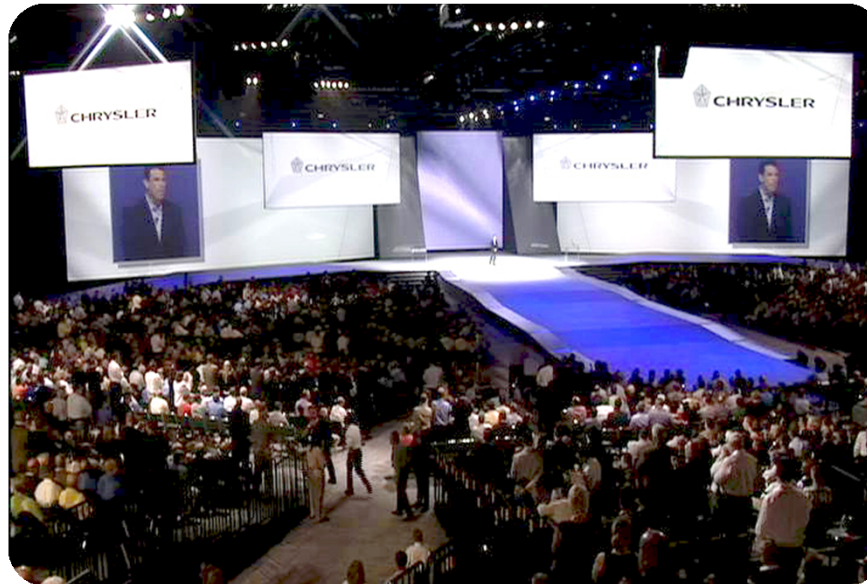
“The 2011 Jeep Grand Cherokee combines Jeep’s history of off-road leadership with new levels of refinement, comfort and technology.”

Dealer Announcement Show Highlights

September 14, 2010



- More than 1,700 U.S. and 700 Canadian, Mexican and International dealers attended the September event representing 90% of the company's sales volume
- Chrysler Group showcases 2011 vehicle lineup
- Dealers met with brand CEOs and product technical experts to discuss details of new features and design



"The Grand Cherokee is just the beginning of things to come. Every product you have seen come on stage today is at and of the same standard."
- Sergio Marchionne

"What I see here today is a tremendous investment and commitment (finally) from Chrysler Corporation to comprehensive quality."

– Mike Jackson, CEO

AutoNation 

"Chrysler dealers were still abuzz Wednesday over the 17 new products the auto maker showed off Tuesday in Orlando, Fla."

THE WALL STREET JOURNAL.

Dodge Announced 5 New Products for 2011 MY



2011 Durango

- New variant from new Jeep Grand Cherokee platform
- Room for 7 plus cargo
- Refined interior
- Best-in-class towing capability (6,200 lbs w/ V6 engine)
- Engines:
 - 3.6L V6 Pentastar
 - 5.7L V8 Hemi with MDS



"Sleek, smooth, and modern, the 2011 Durango's look wraps what Dodge is pitching as a "performance-tuned" setup, and does it with three rows of seating."



2011 Journey

- All new interior refinements, including electronic platform which greatly improves driver interface
- Freshened exterior
- Improved ride/handling with redesigned/retuned suspension
- 3.6L V6 Pentastar / 6-speed ATX
- 5 or 7 passenger seating



"Dodge has significantly upgraded the Journey for the 2011 model year, from powertrain to infotainment and most areas between."



2011 Grand Caravan

- All new interior refinements; freshened exterior
- New Stow 'N Go seating package with improved comfort and ease of use
- Improved ride/handling with redesigned/retuned suspension
- 3.6L V6 Pentastar engine with best-in-class horsepower without sacrificing fuel economy



"Inside, a heavily redesigned interior sports a one-piece instrument cluster, a 'super' center console with lots of space and a pass-through space for larger items."

The New York Times

2011 Avenger

- All new interior refinements; freshened exterior
- Improved ride/handling with redesigned/retuned suspension
- Improved 4 cylinder powertrain adopts 6-speed ATX and improved sound isolation package
- 3.6L V6 Pentastar engine



"Dodge didn't just toss in some extra power, they've also significantly revised the car's suspension with a wider track and lower center of gravity."



2011 Charger

- All new interior refinements, including new electronic platform which improves driver interface
- All new exterior
- Improved ride/handling with redesigned/retuned suspension
- Engines
 - 3.6L V6 Pentastar engine / 6-speed ATX
 - R/T – 5.7L Hemi V-8



"Fully restyled and boasting a load of new technological touches, the 2011 Dodge Charger has officially broken cover."



Jeep Announced 4 New Vehicles and Diesel Engines for 2011 MY



Jeep®

2011 Patriot

- Rugged new exterior styling
- Interior refinements enhance comfort
- Improved ride/handling with retuned suspension
- Off road capability with Freedom Drive II



"2011 Patriot offers a refined ride, enhanced interior."

Automotive News

2011 Wrangler and Wrangler Unlimited

- All new interior
- Sahara model offers all-new body-color hard top with larger rear windows
- Increased acoustical treatment reducing interior noise
- All new color palette
- Wrangler Unlimited Sahara named "Mid-Size SUV of Texas" by the Texas Auto Writer's association
- Wrangler named "Best of Show" at the SEMA Show



"The Wrangler's pure, unfiltered charm and off-road prowess are the reasons it sells so well."

CAR AND DRIVER

New Diesel Engines (for International markets)

- 2.8L turbo Diesel engine for Jeep Cherokee, Wrangler and Wrangler Unlimited
- 2.2L turbo diesel engine for Jeep Compass and Patriot

2.8L CRD Engine



Chrysler Announced 2 New Models for 2011 and Ram Announces New Packages



2011 Chrysler 200

- New mid-size sedan for Chrysler
- All new interior with major enhancements in comfort, quietness and NVH
- Improved ride/handling with redesigned/retuned suspension
- Improved 4 cylinder powertrain adopts 6-speed ATX and improved sound isolation package
- 3.6L V6 Pentastar engine w/ best-in-class 283 horsepower



"The sedan's front grille is bigger and the projector-style headlights give the front a new angle, while the rear features a sleeker look with slimmer taillights and a revised rear fascia"
– Automobile Magazine

2011 Chrysler Town & Country

- All new interior refinements
- New Stow 'N Go seating package with improved comfort and ease of use
- Freshened exterior
- Improved ride/handling with redesigned/retuned suspension
- Standard SafetyTec™ package including 40 safety and technology features
- 3.6L V6 Pentastar engine with best-in-class horsepower without sacrificing fuel economy



"Large changes to new Town and Country come inside"

The Detroit News



RAM

2011 Ram Laramie Longhorn and Ram Outdoorsman

- Ram Laramie Longhorn
 - Top of the line interior refinements
 - Available in both light & heavy duty
- Ram Outdoorsman
 - Feature content uniquely targeted to active outdoor lifestyle
- Texas Auto Writer's Association awards:
 - Laramie Longhorn named "Truck of Texas" and "Luxury Truck of Texas",
 - Outdoorsman named "Full-Size Truck of Texas"



"Ram's new Laramie Longhorn edition proved itself in the toughest truck market in the nation"



Innovative Powertrains Leading to Improved Performance and Fuel Economy



V6 Pentastar Engine Family



Key Specs

- Max torque 350 Nm / 260 lb-ft
- Max power 305 hp
- Dual Continuous Variable Cam Phasing (DCVCP)
- Die-cast aluminum block
- Variable displacement oil pump
- Integrated exhaust manifold
- Environmental oil filter

- Brand new, highly fuel-efficient V6 engine family to be available across 13 vehicles by 2013; launched in 2011 Jeep Grand Cherokee (Q2 2010)
- Fuel efficiency improvement up to 10%^(*)
- Flexible family architecture for downsized displacement, Direct Injection, Turbo Charging and MultiAir
- Horsepower and torque are tuned for specific models
- Produced in two state-of-the-art manufacturing facilities in Trenton (US-Michigan) and Saltillo (Mexico)
- ~1 million engines targeted per year

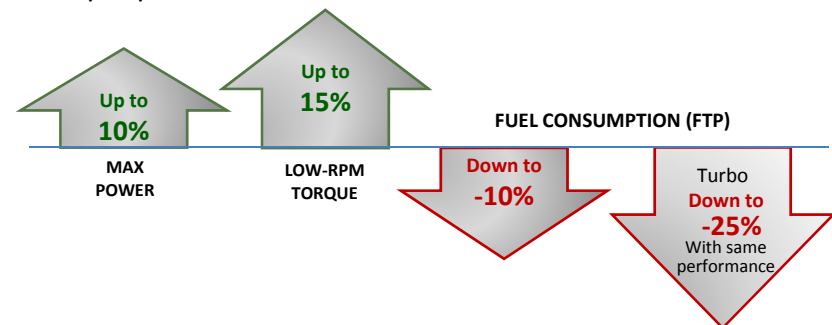
Fire MultiAir Engine



Key Specs

- Max Torque 130 Nm / 96 lb-ft
- Max power 100hp (Naturally Aspirated)
- Coupled with manual and automatic transmission

- First U.S. application: Fiat 500 (end of 2010)
- Extensive manufacturing base for Fire engine: Dundee (US-Michigan), Brazil, India and Italy
- MultiAir add-on package on base engine, low impact on existing production lines
- Shot-by-shot control of air / fast response continuously variable valve lift
- Up to 10% fuel economy improvement ^(*); strong reduction of HC/CO/NOx emissions



(*) EPA unadjusted combined cycle

Marketing and Communications Roadmap



Complementary marketing messages and media enhance consumer purchase consideration

Financial Services Update



Ally Bank

- Retail/lease financing penetration rate in the U.S. is 56%
- Wholesale financing of \$6 billion in the U.S.
- Preferred financing choice in the U.S. also for Fiat brand vehicles

Santander Consumer USA

- Provides new vehicle financing for non-prime customers in the U.S.
- Over 3,400 contracts signed through September

U.S. Bank

- New partnership for customer leases of Chrysler Group vehicles in the U.S.

Customer Choice Financing – Canada (TD Financing Services & Ally Bank)

- Customer loans in Canada that combine the benefits of a balloon loan with the options of a traditional lease
- Three options for customer at maturity:
 - Return the vehicle
 - Pay the residual balance (to own the vehicle)
 - Continue financing the loan for the balance of the amortization at market rates

Dealer Network Development

Q3 2010 update



Project “Genesis” proceeding apace, completion by 2011

- 85% of the dealers are reporting profitability – Highest level since 2000
- Since June 2009, dealer investments in new or renovated facilities are approximately \$265M
- Over 50% of dealers are at or above 1.5% Return on Sales

Dealer selection process started for reintroduction of FIAT brand in the U.S.

- 119 markets in ~40 states identified for growth potential in small-car segment
- Majority of Fiat dealers will be current CJDR dealers
- Received multiple proposals for each of the 165 provisioned locations
- 135 dealers are receiving Letters of Intent immediately, with the balance of the markets in negotiation
- FIAT will be showcased in separate facilities and showrooms. Dealers are in the process of renovating / building facilities for Fiat’s Q1 2011 marketing launch

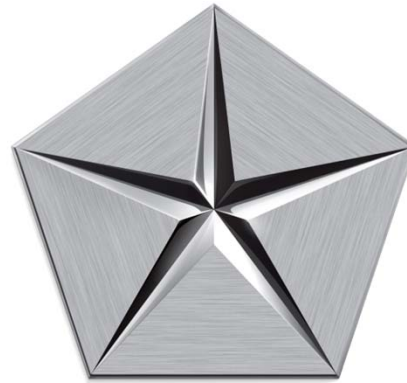
International NSC Update

- Chrysler Group has begun to integrate 11 of its European Union NSCs into Fiat’s distribution organization

2010 Full Year Guidance Upgraded



	2010	
	<u>New Guidance</u>	<u>Nov 4, 2009 Business Plan</u>
Net Revenue	~ \$42 B	\$40 - \$45 B
Operating Profit	~ \$0.7 B	\$0.0 - \$0.2 B
Modified EBITDA	~ \$3.3 B	\$2.5 - \$2.7 B
Free Cash Flow	~ \$0.5 B	\$(1) B



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Appendix

Guaranteed Depreciation Program Adjusted Shipments



(000 Units)

	Q3 2010	Q2 2010	Q3 2010 B/(W) Q2 2010	Memo: Nine months ended Sept 30, 2010
Worldwide Shipments – As Reported	407	433	(26)	1,220
<u>Guaranteed Depreciation Program (GDP)</u>				
<i>Subtract:</i> Shipments during Period	(4)	(30)	26	(55)
<i>Add:</i> Returns/Auctions during Period	<u>7</u>	<u>4</u>	<u>3</u>	<u>19</u>
Net (Shipments) / Returns	3	(26)	29	(36)
GDP Adjusted Shipments	410	407	3	1,184

Gross Industrial Debt



<i>\$ Billions</i>	As of September 30, 2010	
	Carrying Value	Face Value
UST Loan – Tranche B	2.1	2.1
UST Loan – Tranche C	3.5	3.6
U.S. Treasury Zero Coupon Note	0.1	0.1
UAW VEBA Trust Note	4.0	4.7
EDC Loan	1.2	1.6
Mexico Development Bank Loan	0.4	0.4
Other Financial Liabilities ¹	0.7	0.9
Gross Industrial Debt	12.0	13.5

¹ Excluding GKL self-liquidating debt
 Note: Numbers may not add due to rounding

Reconciliation of Total U.S. GAAP Financial Liabilities to Gross Industrial Debt



<i>\$ Millions</i>	Sept 30, 2010	Dec 31, 2009
U.S. GAAP Financial Liabilities (Carrying Value)	12,883	9,551
VEBA Trust Note (Reclassified Jan 1, 2010 – pro-forma only for Dec 31, 2009)	-	3,854
Gold Key Lease Debt		
Short Term ABS	(334)	(922)
Long Term ABS	(51)	(291)
GKL Credit Facility	<u>(472)</u>	<u>(953)</u>
Total	(857)	(2,166)
Gross Industrial Debt	12,026	11,239¹

¹ Pro-forma due to inclusion of UAW VEBA Trust Note.

Gross Industrial Debt Maturity Schedule



\$ Billions

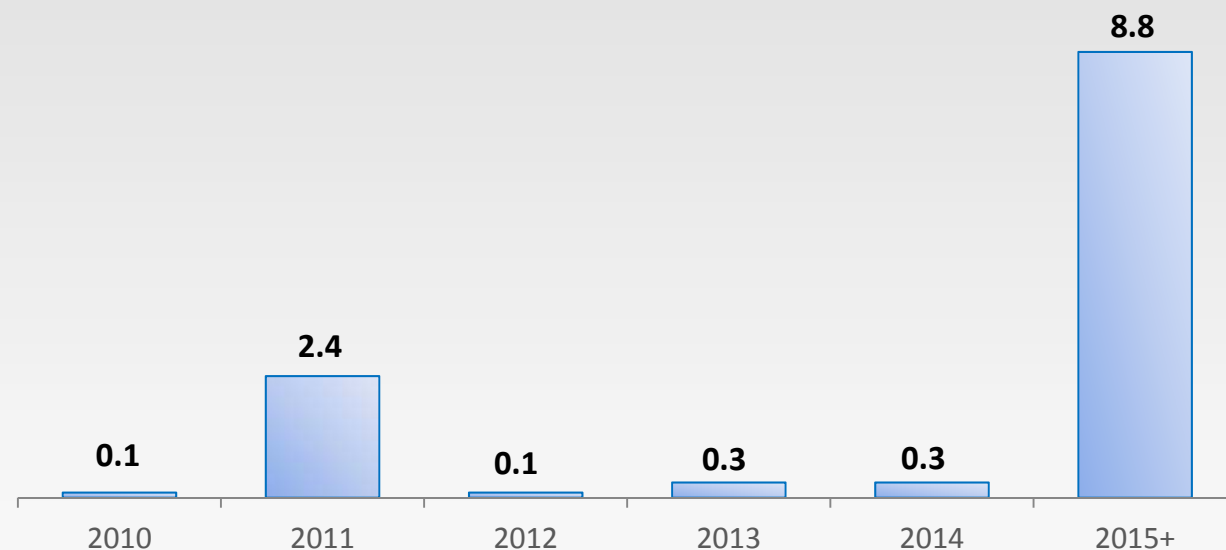
Gross Industrial Debt

12.0¹

September 30, 2010
(Carrying Value)

Face Value
13.5

Annual Maturities



Note: Excluding accrued and accreted interest

0.1	2.7	0.1	0.4	0.3	9.9
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¹ Excludes Gold Key Lease (GKL) self-liquidating debt

Condensed Consolidated Balance Sheets



\$ Millions

	September 30, 2010	December 31, 2009
<u>CURRENT ASSETS</u>		
Cash	8,260	5,877
Trade Receivables, Net	1,315	1,752
Inventories	3,312	2,783
Other Current Assets	2,302	2,542
Total Current Assets	15,189	12,954
Property, Plant and Equipment, Net	13,751	13,960
Equipment on Operating Leases, Net	2,053	2,576
Other Intangible Assets, Net	3,514	3,444
Goodwill	1,361	1,361
Other Long-Term Assets	1,022	1,128
Total Other Assets	21,701	22,469
Total Assets	36,890	35,423
<u>CURRENT LIABILITIES</u>		
Trade Liabilities	7,318	5,564
Other Current Liabilities	9,232	12,847
Current Portion of Financial Liabilities	440	1,092
Total Current Liabilities	16,990	19,503
<u>LONG-TERM LIABILITIES</u>		
Financial Liabilities	12,443	8,459
Other Long-Term Liabilities	11,220	11,691
Total Long-Term Liabilities	23,663	20,150
Total Members' Deficit	(3,763)	(4,230)
Total Liabilities and Members' Deficit	36,890	35,423

Pension Disclosure



\$ Millions

	Q3 2010	YTD 2010
<u>NET PERIODIC BENEFIT COST</u>		
Service Cost	60	184
Interest Cost Net of Expected Return	(60)	(184)
Special Early Retirement Costs	-	-
Total Net Periodic Benefit Cost	-	-
WORLDWIDE PENSION FUND CONTRIBUTIONS	76	383

U.S. ASSUMPTIONS (Dec 31, 2009)

Expected Long-Term Asset Return	7.4%	7.4%
Discount Rate – Weighted Average	5.5%	5.5%

OPEB Disclosure



\$ Millions

	Q3 2010	YTD 2010
<u>NET PERIODIC BENEFIT COST</u>		
Service Cost	8	26
Interest Cost Net of Expected Return	48	143
Amortization of Actuarial Loss	1	3
Total Net Periodic Benefit Cost	57	172
BENEFITS PAID	58	214

U.S. ASSUMPTIONS (Dec 31, 2009)

Expected Long-Term Asset Return	7.5%	7.5%
Discount Rate – Ongoing Benefits (Weighted Average)	5.4%	5.4%

Non-GAAP Financial Information



The following Non-GAAP Financial definitions apply when the presentation is referring to Net Profit /(Loss), Operating Profit/(Loss), Modified EBITDA, Cash, and Industrial Debt

- (a)** A reconciliation of U.S. GAAP Net Profit/(Loss) to Operating Profit/(Loss) and Modified EBITDA for the three and nine months ended September 30, 2010, is detailed on Page 5
- (b)** Modified EBITDA is computed starting with net income (loss) and then adjusting the amount to (i) add back income taxes, (ii) add back net interest expense (excluding interest expense related to Gold Key Lease financing activities), (iii) add back depreciation and amortization expense (excluding depreciation and amortization expense of vehicles held for lease), (iv) add back all pension, OPEB and other employee benefit costs other than service costs, (v) add back restructuring expense and exclude restructuring income, (vi) add back other financial loss, (vii) add back losses and exclude gains due to cumulative change in accounting principles and (viii) add back certain other costs, charges and expenses. The reconciliation of U.S. GAAP Net Profit/(Loss) to Modified EBITDA for the three and nine months ended September 30, 2010 is detailed on Page 5
- (c)** Cash is defined as Cash, Cash Equivalents and Marketable Securities
- (d)** A reconciliation of U.S. GAAP Financial Liabilities to Gross Industrial Debt at September 30, 2010 and December 31, 2009 (pro-forma basis) is detailed on Page 31

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